

Message Text

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PAGE 01 NAIROB 06953 01 OF 05 051231Z
ACTION MMO-02

INFO OCT-01 AF-10 ISO-00 SS-15 SP-02 NSC-05 OES-07
SIG-03 PM-05 INR-10 CIAE-00 ICA-11 NSAE-00 DODE-00
L-03 PA-01 A-01 OC-06 CCO-00 IO-13 EB-08 COME-00
CA-01 OIC-02 H-01 OPR-02 STE-01 ABF-01 FS-01
SY-05 ACDA-12 PER-01 MED-02 FBOE-00 AID-05 AGRE-00
CEQ-01 PC-01 /139 W
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R 050832Z MAY 78
FM AMEMBASSY NAIROBI
TO SECSTATE WASHDC 7246

LIMITED OFFICIAL USE SECTION 1 OF 5 NAIROBI 6953

E. O. 11652: N/A
TAGS: OGEN, KE
SUBJECT: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT(GORM)
PROCESS

REF: STATE 063477

COMMENT: SOMETHING LESS THAN HALF OF OUR AUTHORIZED AMERICAN
COMPLEMENT IS ENGAGED IN ACTIVITIES DIRECTLY RELATED TO THE
ACHIEVEMENT OF OUR GOALS AND OBJECTIVES IN KENYA(THE REST ARE
REGIONAL, REPRESENTATIVES TO INTERNATIONAL ORGANIZATIONS, ETC.).
FURTHER, OUR ADMINISTRATIVE SUPPORT AND COMMUNICATIONS STAFFS ARE
COMMENSURATELY LARGER BECAUSE OF THE PRESENCE OF THESE OTHER
OFFICES. CONSEQUENTLY, I MUST INCLUDE THE OTHER OFFICES IN MY
CALCULATIONS OF HYPOTHETICAL REDUCTIONS OR INCREASE IN STAFF, IF
THIS EXERCISE IS TO BE IN ANY SENSE REALISTIC. IF, FOR EXAMPLE,
I HAD TO ABSORB A LOSS OF 5 AMERICAN POSITIONS(10 PERCENT
REDUCTION) SOLELY FROM THAT PART OF THE MISSION STAFF DEVOTED TO
THE ACHIEVEMENT OF OUR GOALS AND OBJECTIVES IN KENYA, THE MISSION
WOULD NO LONGER BE A VIABLE INSTRUMENT FOR THE ACCOMPLISHMENT OF
OUR LOCAL PURPOSES. END COMMENT.

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PAGE 02 NAIROB 06953 01 OF 05 051231Z

PART I

- (1) DECISION UNIT: AMERICAN EMBASSY, KENYA
- (2) PACKAGE I OF IV
- (3) ACTIVITY DESCRIPTION

OPERATING AT 90 PERCENT OF OUR CURRENT LEVEL, WE BELIEVE
WE CAN CONTINUE TO ACHIEVE U.S. GOALS AND OBJECTIVES IN KENYA.

AT THIS LEVEL, THE EXECUTIVE OFFICE(AMBASSADOR, DCM, TWO AMERICAN SECRETARIES, ONE LOCAL RECEPTIONIST AND TWO DRIVERS) COULD PROVIDE THE NECESSARY POLICY FORMULATION, CONTACT WORK WITH SENIOR LEVELS OF THE HOST GOVERNMENT, AND MANAGEMENT OF THE MISSION.

THE POLITICAL SECTION COULD CONTINUE ITS PRESENT LEVEL OF REPORTING AND ANALYSES(WHICH WASHINGTON END-USERS HAVE FOUND ADEQUATE), AS WELL AS MANAGEMENT OF THE FMS SALES AND IMET TRAINING PROGRAM AT THEIR PRESENT MAGNITUDES.

THE ECONOMIC SECTION WOULD NOT BE REDUCED AND COULD CONTINUE TO PROVIDE ECONOMIC REPORTING, SERVICES TO AMERICAN BUSINESS, AND STIMULATION OF U.S.-KENYAN ECONOMIC RELATIONS IN SUPPORT OF GOAL IV(CONTINUATION OF KENYAN POLICIES RECEPTIVE TO US INVESTMENT AND OTHER BUSINESS ACTIVITIES).

EVEN WITH FOUR LOCAL EMPLOYEES DROPPED, THE ADMINISTRATIVE STAFF COULD CONTINUE TO PROVIDE ESSENTIAL SERVICES TO THE MISSION.

THE REGIONAL OFFICES COULD CONTINUE TO FUNCTION, BUT LESS EFFECTIVELY.

THE FULL RANGE OF CONSULAR SERVICES COULD CONTINUE TO BE PROVIDED.

(4) RESOURCE REQUIREMENTS

	FY 78	FY 79	FY 1980	
				THIS PACKAGE ONLY CUMULATIV
E				
OFFICERS	43	50	38	38
STAFF	9	9	9	9
FSLs	85	85	76	76

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PAGE 03 NAIROB 06953 01 OF 05 051231Z

TOTAL	137	144	123	123
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(5) IMPACT ON POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES.

POLITICAL/MILITARY: OPERATING AT 90 PERCENT OF OUR CURRENT LEVEL, WE WOULD NOT BE ABLE TO EXPAND OUR MILITARY ASSISTANCE WHICH, IN TIME, COULD SERIOUSLY JEOPARDIZE THE POST'S ABILITY TO ACHIEVE GOALS I(MAINTENANCE OF A STABLE KENYA, HOSPITABLE TO U.S. INTERESTS AND PRESENCE), II (CONTINUATION OF U.S. MILITARY ACCESS TO KENYA'S PORTS AND AIRFIELDS), AND III(A SUPPORTIVE KENYAN ATTITUDE ON FOREIGN POLICY ISSUES, INCLUDING MULTILATERAL QUESTIONS). THE REDUCTION OF TWO POLITICAL OFFICERS WOULD ALSO SEVERLY HAMPER THE POST'S CAPACITY FOR REPORTING COVERAGE OF NEIGHBORING COUNTRIES.

ADMINISTRATIVE: AT THIS LEVEL SOME PROPERTY MAINTENANCE WORK, NOW DONE BY EMPLOYEES, WOULD HAVE TO BE PERFORMED UNDER CONTRACT AT INCREASED COSTS. EMBASSY ADMINISTRATIVE SUPPORT OF CONFERENCES (APPROXIMATELY TEN A YEAR) WOULD HAVE TO BE CURTAILED, AS WOULD SERVICES TO OTHER OFFICIAL VISITORS, INCLUDING CONGRESSIONAL DELEGATIONS. (SERVICES FOR SUCH VISITORS COULD BE ARRANGED UNDER CONTRACT IF THEY HAD THEIR OWN FUNDING). IN ADDITION, EMBASSY PROCUREMENT OF CONSUMABLES FOR OTHER POSTS THROUGHOUT AFRICA AND INTO THE MIDDLE EAST WOULD HAVE TO BE CUT BACK. (AS LONG AS WE ARE ABLE, WE WILL GLADLY PROVIDE THE SERVICE FOR OUR COL-

LEAGUES IN LESS FAVORED LOCATIONS. IT SHOULD BE NOTED, HOWEVER, THAT THIS SERVICE, OF UNDOUBTED IMPORTANCE FOR MORALE AT THESE POSTS, IS BEING PERFORMED BY THIS POST UNOFFICIALLY AND WITHOUT PROVISION FOR INCREASED STAFFING TO ACCOMMODATE IT).

THE ELIMINATION OF THREE LOCAL EMPLOYEES FROM THE COMMUNICATIONS AND RECORDS SECTION WOULD CUT THE POST'S NON-CLASSIFIED CABLE TRAFFIC CAPACITY BY 20 PERCENT. THIS WOULD SLOW UP MESSAGE HANDLING AND WOULD OBVIOUSLY HAVE AN UNQUANTIFIABLE EFFECT ON THE POST'S EFFICIENCY.

CONSULAR: A TEN PERCENT REDUCTION IN STAFF WOULD PROHIBIT THE EMBASSY FROM EXPANDING ITS ROTATIONAL OFFICER PROGRAM FROM THE PRESENT ONE TO (DESIRABLE) THREE OFFICERS. THIS WOULD MEAN, IN EFFECT, AN ELIMINATION OF THE ROTATIONAL PROGRAM, SINCE IT WOULD BE NECESSARY TO KEEP THE ONE JUNIOR OFFICER TRAINEE IN THE LIMITED OFFICIAL USE

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PAGE 04 NAIROB 06953 01 OF 05 051231Z

CONSULAR SECTION FOR HIS WHOLE TOUR.

REGIONAL OFFICES: RCO SERVICE TO ITS 22 CLIENT POSTS WOULD BE REDUCED BY 15 PERCENT; RBFO SERVICE TO ITS 12 CLIENT POSTS BY 15 PERCENT; RSS/RTC BY 25 PERCENT, WHICH VERY PROBABLY WOULD MEAN ELIMINATING SOME OF THE 16 POSTS NOW SERVICED; AND RSO BY 50 PERCENT, WHICH WOULD GREATLY IMPAIR ITS ABILITY TO RESPOND RAPIDLY TO SERVICE REQUESTS FROM ITS 9 POSTS. THIS REDUCTION IN SERVICES

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PAGE 01 NAIROB 06953 02 OF 05 051243Z

ACTION MMO-02

INFO OCT-01 AF-10 ISO-00 SS-15 SP-02 NSC-05 OES-07

SIG-03 PM-05 INR-10 CIAE-00 ICA-11 NSAE-00 DODE-00

L-03 PA-01 A-01 OC-06 CCO-00 IO-13 EB-08 COME-00

CA-01 OIC-02 H-01 OPR-02 STE-01 ABF-01 FS-01

SY-05 ACDA-12 PER-01 MED-02 FBOE-00 AID-05 AGRE-00

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R 050832Z MAY 78

FM AMEMBASSY NAIROBI

TO SECSTATE WASHDC 7247

LIMITED OFFICIAL USE SECTION 2 OF 5 NAIROBI 6953

COULD WELL BE DEBILITATING FOR SOME OF OUR SMALLER POSTS.

(1) DECISION UNIT: AMERICAN EMBASSY, KENYA

(2) PACKAGE II AND IV

(3) ACTIVITY DESCRIPTION

THE RESTORATION OF ONE POLITICAL OFFICER WOULD PERMIT SOME REPORTING RELATED TO PERIPHERAL COUNTRIES, PARTICULARLY UGANDA, TANZANIA, AND SOMALIA.

THE RESTORATION OF ONE OFFICER EACH TO RSO, RSS/RTC, AND RBFO, WOULD PERMIT THESE FUNCTIONS TO BE CARRIED ON AT THE CURRENT LEVEL.

THE RESTORATION OF ONE OFFICER TO THE RCO WOULD BRING RCO ACTIVITY BACK TO APPROXIMATELY 85 PERCENT OF THE CURRENT LEVEL.

THE RESTORATION OF TWO LOCAL EMPLOYEES TO THE ADMINISTRATIVE SUPPORT STAFF WOULD INCREASE THE POST'S CAPABILITY TO PROVIDE CONFERENCE SERVICES.

THE TWO RESTORATIONS TO THE COMMUNICATIONS AND RECORDS LEVEL STAFF WOULD BRING NON-CLASSIFIED TRAFFIC VOLUME BACK TO 90 PERCENT OF CURRENT.

THE RESTORATION OF ONE LOCAL TO THE RBFO WOULD RETARD BACKLOG DEVELOPMENT.

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PAGE 02 NAIROB 06953 02 OF 05 051243Z

(4) RESOURCE REQUIREMENTS (PACKAGE II)

	FY 78	FY 79	FY 1980	
				THIS PACKAGE ONLY CUMULATIVE
OFFICERS	43	50	2	41
STAFF	9	9	-	9
FSLs	85	85	5	80
TOTAL	137	144	7	130

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES.

AT THIS LEVEL THERE WOULD STILL BE THE POSSIBILITY OF GAPS IN OUR INTELLIGENCE COVERING OF PERIPHERAL COUNTRIES.

ONLY REDUCED CONFERENCE SERVICES COULD BE PROVIDED.

UNCLASSIFIED CABLE TRAFFIC WOULD STILL GO OUT MORE SLOWLY THAN WOULD BE DESIRABLE.

BACKLOGS WOULD CONTINUE TO ACCUMULATE IN RBFO, BUT AT A SLOWER RATE.

(1) DECISION UNIT: AMERICAN EMBASSY, KENYA

(2) PACKAGE III AND IV

(3) ACTIVITY DESCRIPTION

ALL ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY WOULD BE CONTINUED IN THE SAME MAGNITUDE IN SUPPORT OF THE AGREED POLICY GOALS AND OBJECTIVES.

(4) RESOURCE REQUIREMENTS (PACKAGE III)

	FY 78	FY 79	FY 1980
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	THIS PACKAGE ONLY			CUMULATIVE
OFFICERS	43	50	-	43
STAFF	9	9	-	09
FSLs	85	85	-	85
TOTAL	137	144	-	137

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND
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PAGE 03 NAIROB 06953 02 OF 05 051243Z

ESSENTIAL ACTIVITIES.

THE CURRENT STAFFING DOES NOT PERMIT THE MISSION TO CARRY ON ALL DESIRABLE ACTIVITIES AT A SATISFACTORY LEVEL. WE CAN, ON THE OTHER HAND, MAINTAIN "ESSENTIAL" ACTIVITIES WITH OUR PRESENT STAFF. FOR OUR "IN-KENYA" PROGRAM, THE MOST URGENTLY NEEDED ADDITION IS ANOTHER POLITICAL OFFICER. AT PRESENT, OUR POLITICAL SECTION, IN ADDITION TO A RELATIVELY HEAVY LOAD OF POLITICAL REPORTING, MANAGES AN FMS PROGRAM AVERAGING \$15,000,000 PER YEAR AND AND IMET MILITARY TRAINING PROGRAM, WHICH NOW RUNS ABOUT \$400,000 A YEAR. IN ALL PROBABILITY, AMERICAN MILITARY ASSISTANCE TO KENYA WILL INCREASE. WITHOUT THE ADDITION OF THE THIRD POLITICAL OFFICER, WE SIMPLY WILL NOT BE ABLE TO MANAGE THE PROGRAM, WHICH WOULD HAVE DELETERIOUS EFFECTS ON THE ACHIEVEMENT OF ALL OF OUR GOALS AND OBJECTIVES IN KENYA, PARTICULARLY THE FIRST THREE.

OUR MOST PRESSING REGIONAL NEED IS FOR SEVEN ADDITIONAL REGIONAL COMMUNICATIONS TECHNICIANS. WITHOUT THESE ADDITIONS (WHICH HAVE ALREADY BEEN FUNDED AND HAVE RECEIVED MODE APPROVAL) THE INSTALLATIONS OF AFRECON FACILITIES IN OTHER POSTS THROUGHOUT AFRICA WILL BE SERIOUSLY RETARDED.

WHILE THE REST OF THE MISSION HAS GROWN BY SOME 40 PERCENT DURING THE PAST THREE YEARS, OUR ADMINISTRATIVE SECTION HAS REMAINED AT THE SAME SIZE. IT IS NOW AT THE LIMIT OF ITS CAPACITY AND SHOULD BE STRENGTHENED, IF WE ARE TO PROVIDE SUPPORT SERVICE FOR THE MISSION'S OTHER PROGRAMS, AS WELL AS FOR OUR CONSTANTLY INCREASING CONFERENCE AND VISITOR BURDEN.

THE REGIONAL TECHNICAL SECURITY OFFICE IS FINDING IT DIFFICULT TO KEEP UP WITH ITS VOLUME OF WORK OCCASIONED BY THE INCREASING USE OF ELECTRONIC SECURITY DEVICES. IT NEEDS TO ADD ONE OFFICER AND ONE SECRETARY.

FINALLY, OUR CURRENT LEVEL DOES NOT ENABLE US TO CARRY ON A JUNIOR OFFICER ROTATIONAL PROGRAM, WHICH WE BELIEVE WOULD BE IN THE BEST INTEREST OF THE SERVICE, AS WELL AS OF THE POST. AT PRESENT WE HAVE ONLY ONE JOT IN A ROTATIONAL ASSIGNMENT. SINCE THE CONSULAR SECTION DEPENDS UPON THE JOT TO FILL ITS SECOND POSITION(ONE WHICH IS ESSENTIAL, GIVEN OUR QUITE HEAVY CONSULAR LOAD) THE PRESENT ENCUMBENT CANNOT BE ROTATED UNTIL WE GET AT LIMITED OFFICIAL USE

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PAGE 04 NAIROB 06953 02 OF 05 051243Z

LEAST TWO OTHER ROTATIONAL OFFICERS.

(1) DECISION UNIT: AMERICAN EMBASSY, KENYA

(2) PACKAGE IV OF IV

(3) ACTIVITY DESCRIPTION

THE STAFFING PATTERN DESCRIBED BELOW WOULD BE THE OPTIMUM

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PAGE 01 NAIROB 06953 03 OF 05 051326Z

ACTION MMO-02

INFO OCT-01 AF-10 ISO-00 SS-15 SP-02 NSC-05 OES-07

SIG-03 PM-05 INR-10 CIAE-00 ICA-11 NSAE-00 DODE-00

L-03 PA-01 A-01 OC-06 CCO-00 IO-13 EB-08 COME-00

CA-01 OIC-02 H-01 OPR-02 STE-01 ABF-01 FS-01

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CEQ-01 PC-01 /139 W

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R 050832Z MAY 78

FM AMEMBASSY NAIROBI

TO SECSTATE WASHDC 7248

LIMITED OFFICIAL USE SECTION 3 OF 5 NAIROBI 6953

FOR THE CURRENT AND FORSEEABLE DEMANDS UPON THIS MISSION.

THE ADDITION OF ONE POLITICAL OFFICER WOULD ENABLE US TO DISCHARGE OUR MILITARY MANAGEMENT RESPONSIBILITIES FULLY. THE ADDITION OF ONE ASSISTANT GSO, ONE COMMUNICATOR, AND ONE NURSE WOULD PERMIT THE ADMINISTRATIVE SECTION TO PROVIDE NECESSARY SERVICES FOR THE CONTINUALLY GROWING MISSION, AS WELL AS TO OUR INCREASINGLY HEAVY CONFERENCE AND VISITOR SCHEDULE.

AS POINTED OUT ABOVE, THE ADDITIONAL TWO JOT ROTATIONAL OFFICERS WOULD ENABLE US TO CARRY ON A ROTATIONAL PROGRAM HERE.

THE ADDITIONAL REGIONAL TECHNICAL SECURITY STAFF WOULD ENABLE THAT OFFICE TO COPE WITH THE INCREASING USE OF ELECTRONIC SECURITY EQUIPMENT AT THE 16 POSTS IT SERVZS.

(4) RESOURCE REQUIREMENTS (PACKAGE IV)

FY 78 FY 79 FY 1980

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PAGE 02 NAIROB 06953 03 OF 05 051326Z

OFFICERS	43	50#	6	56#
STAFF	9	9	2	11
FSLs	85	85	8	93
TOTAL	137	144	16	160

#SEVEN ADDITIONAL REGIONAL COMMUNICATIONS OFFICERS HAVE BEEN APPROVED FOR FY 1979. THEY ARE INCLUDED IN THE CUMULATIVE TOTAL FOR FY 1980.

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES.

THIS LEVEL OF STAFFING WOULD PERMIT US TO DISCHARGE ALL OF OUR RESPONSIBILITIES IN AN ADEQUATE FASHION.

SIGNIFICANT NON-SALARY FUNDING AREAS

(A) HOUSING: AVERAGE RENTS IN NAIROBI HAVE MORE THAN DOUBLED OVER THE PAST TWO YEARS. THE MISSION HAS YET TO FEEL THE FULL

IMPACT OF THESE INCREASES BECAUSE MOST OF OUR LEASES ARE MULTI-YEAR. HOWEVER, THE IMPACT WILL MAKE ITSELF FELT INCREASINGLY AS OUR LEASES COME UP FOR RENEWAL AND WILL DRASTICALLY RAISE THE FUNDING NECESSARY TO PROVIDE HOUSING FOR THE MISSION'S PERSONNEL. THE OBVIOUS ANSWER TO THE PROBLEM IS A PROGRAM OF PROPERTY ACQUISITION, EITHER THROUGH PURCHASE OR CONSTRUCTION. I REALIZE THE PROBLEM WITH FBO FUNDING AND ACCEPT THAT THERE IS VERY PROBABLY NOTHING THAT CAN BE DONE ABOUT THE HOUSING SITUATION HERE. NEVERTHELESS, I RAISE IT AS A MATTER THAT SHOULD BE GIVEN SERIOUS CONSIDERATION IF FUNDING RESTRICTIONS WERE TO EASE.

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PAGE 03 NAIROB 06953 03 OF 05 051326Z

(B) OFFICE SPACE: WE ARE PRESENTLY CONSTRUCTING A NEW CHANCELLERY, WHICH WILL BE SMALL FOR THE EMBASSY STAFF BY THE TIME IT IS COMPLETED. FBO SHOULD INVESTIGATE THE POSSIBILITY OF CONSTRUCTING AN EMBASSY ANNEX, WHICH MIGHT HOUSE THE OVERFLOW FROM THE STATE STAFF, TOGETHER WITH THE AID PERSONNEL HERE. NAIROBI IS GROWING AT SUCH A RATE, THAT SHOULD WE EVER FIND IT EXPEDIENT TO SELL EITHER ONE OR BOTH OF THESE BUILDINGS, WE COULD PROBABLY DO SO AT A GOOD PROFIT.

(C) OFFICE EQUIPMENT: WE HAVE NOT YET MOVED TO AUTOMATIC (MAG CARD, MEMOREX, ETC.) TYPEWRITERS, BUT WE INTEND TO BEGIN ACQUIRING THEM IN THE NEAR FUTURE.

(D) COMMERCIAL LIBRARY: OUR COMMERCIAL LIBRARY IS PRESENTLY TRYING OUT THE VISUAL SEARCH MICROFILM FILE (VSMF) AN AUTOMATED CATALOG SERVICE. THIS IS AN EXPENSIVE GADGET, BUT SO FAR IT APPEARS TO BE WORTH THE PRICE.

(E) PROPOSED ECONOMY MEASURES: THE MOST OBVIOUS ECONOMY MEASURE THAT COULD BE TAKEN AT THIS POST WOULD BE THE ELIMINATION OF A FULL-TIME REPRESENTATIVE TO THE UNITED NATIONS ENVIRONMENT PROGRAM (AND HIS AMERICAN SECRETARY). THE PRESENT ENCUMBENT, AS WELL AS HIS PREDECESSOR, HAVE FOUND THAT THE JOB

SIMPLY DOES NOT DEMAND MORE THAN ABOUT 40 PERCENT OF AN OFFICER'S TIME. THE SITUATION IS EVEN WORSE FOR THE SECRETARY, WHO IS BUSY NOT MORE THAN 15-20 PERCENT OF HER DAY. WE HAVE RECOMMENDED THAT THESE POSITIONS BE ABOLISHED AND THE DUTIES ABSORBED BY ONE OF OUR ECONOMIC OFFICERS. I COULD ASSUME THE TITLE OF PERMANENT REPRESENTATIVE TO UNEP, WHICH, IN FACT, MOST OTHER AMBASSADORS HERE DO. TO DATE, THE BUREAU FOR INTERNATIONAL ORGANIZATION AFFAIRS HAS REFUSED TO CONSIDER RELINQUISHING THESE POSITIONS.

PART II

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PAGE 04 NAIROB 06953 03 OF 05 051326Z

EVALUATION OF GOALS, OBJECTIVES, AND RESOURCE MANAGEMENT
OF OTHER MISSION AGENCIES

(A) USAID (KENYA MISSION): LIKE ALL OF THE COUNTRIES OF THE THIRD WORLD, KENYA'S MAJOR LONG-RANGE PROBLEM IS ECONOMIC DEVELOPMENT. THEREFORE, OUR AID PROGRAM HERE PLAYS A MAJOR ROLE IN THE ACHIEVEMENT OF U.S. GOALS AND OBJECTIVES. I THINK IT WOULD BE FAIR TO SAY THAT IF THE UNITED STATES IGNORED KENYA'S DEVELOPMENT NEEDS, OUR RELATIONS HERE WOULD BE SO MARGINAL TO THE KENYANS THAT IT WOULD BE ALL BUT IMPOSSIBLE TO ACHIEVE ANY OF OUR GOALS AND OBJECTIVES TO ANY APPRECIABLE DEGREE. AGRICULTURE IS BY FAR THE MOST IMPORTANT SECTION OF THE KENYAN ECONOMY. THEREFORE, I THINK IT ONLY FITTING THAT THE USAID PROGRAM HERE HAS CONCENTRATED, BY AND LARGE, ON AGRICULTURE AND ANCILLARY SECTORS, E.G. HEALTH, FAMILY PLANNING, RURAL ROADS, AGRICULTURAL EDUCATION, ETC. THE PROGRAM HAS NOT BEEN WITHOUT IMPACT. IN 1977, FOR EXAMPLE, THE AGRICULTURAL SECTOR LOAN ENABLE 11,000 POOR FARMERS TO OBTAIN CREDIT, SEEDS, FERTILIZER, AND COOPERATIVE MARKETING SERVICES.

IN AN ATTEMPT TO CONTRIBUTE TO THE SOLUTION OF BOTH ECONOMIC AND SECURITY PROBLEMS, AID IS NOW CONSIDERING WAYS IN WHICH IT MIGHT EXTEND ITS ASSISTANCE INTO KENYA'S NORTH EASTERN PROVINCE, AN AREA OF MARGINAL AGRICULTURAL PRODUCTIVITY AND SEVERE POLITICAL DISAFFECTION.

ALTHOUGH THE MANAGEMENT OF THE AID MISSION HERE HAS GONE THROUGH A RATHER TRAUMATIC PERIOD RECENTLY, WHICH RESULTED IN THE REMOVAL OF THE MISSION DIRECTOR, I FIND THESE ADMINISTRATIVE DIFFICULTIES HAVE HAD LITTLE IF ANY REPERCUSSIONS ON THE PROGRAM, WHICH CONTINUES TO FUNCTION WELL. I THINK THE AID PROGRAM HERE IS WELL DESIGNED BOTH TO SERVE KENYA'S DEEVELOPMENT LIMITED OFFICIAL USE

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PAGE 05 NAIROB 06953 03 OF 05 051326Z

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PAGE 01 NAIROB 06953 04 OF 05 051302Z
ACTION MMO-02

INFO OCT-01 AF-10 ISO-00 SS-15 SP-02 NSC-05 OES-07
SIG-03 PM-05 INR-10 CIAE-00 ICA-11 NSAE-00 DODE-00
L-03 PA-01 A-01 OC-06 CCO-00 IO-13 EB-08 COME-00
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FM AMEMBASSY NAIROBI
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LIMITED OFFICIAL USE SECTION 4 OF 5 NAIROBI 6953

INTERESTS AND TO HELP THE UNITED STATES TO ACHIEVE ITS GOALS AND OBJECTIVES IN KENYA.
(B) MILITARY ASSISTANCE: KENYA'S MOST PRESSING IMMEDIATE CONCERN IS WITH ITS NATIONAL SECURITY, WHICH IS THREATENED BY THE EXPANSIONIST POLICIES OF NEIGHBORING SOMALIA. WE ARE CURRENTLY CARRYING ON AN FMS SALES PROGRAM WHICH HAS PROVIDED KENYA WITH A SQUADRON OF F-5E AND F FIGHTER AIRCRAFT, TOGETHER WITH ATTENDANT

TRAINING, LOGISTICAL AND MANAGEMENT SERVICES. THIS PROGRAM, WHICH IS MANAGED BY OUR POLITICAL SECTION (TECHNICAL INPUT IS PROVIDED BY A UNITED STATES AIR FORCE TECHNICAL FIELD TEAM--TAFT) HAS FUNCTIONED SUPERBLY AND HAS CONTRIBUTED SIGNIFICANTLY TO BOTH GOALS I AND II. (A NOTE ON ECONOMY: WE HAVE BEEN TOLD BY AIR FORCE INSPECTORS THAT OUR PROGRAM HERE HAS OPERATED MORE EFFICIENTLY, MANAGED BY A SMALL POLITICAL SECTION, THAN HAVE OTHER PROGRAMS OF COMPARABLE SIZE, WHICH HAVE BEEN MANAGED BY MAAG MISSIONS OF MANY TIMES THIS SIZE). A MILITARY MISSION, HEADED BY A MAJOR GENERAL, HAS JUST FINISHED A SURVEY OF KENYA'S FURTHER DEFENSE NEEDS, AND WE ANTICIPATE THAT THE U.S. ASSISTANCE PROGRAM WILL BE EXPANDED WITHIN THE NEAR FUTURE. (C) PEACE CORPS: I BELIEVE WE HAVE AN OUTSTANDING PEACE CORPS PROGRAM IN KENYA. PEACE CORPS PROGRAMS AIM AT (1) ASSISTANCE LIMITED OFFICIAL USE

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PAGE 02 NAIROB 06953 04 OF 05 051302Z

WITH THE ELIMINATION OF ILLITERACY; (2) PROVISION OF MEDICAL CARE THROUGH IMPROVEMENT OF BOTH RURAL AND URBAN HEALTH DELIVERY SYSTEMS; (3) PROMOTION OF EFFECTIVE UTILIZATION OF THE LAND BY ASSISTANCE TO FARMER COOPERATIVES IN BOTH PRODUCTION AND MARKETING; (4) ASSISTANCE IN THE EDUCATION OF THOSE WITH MENTAL AND PHYSICAL HANDICAPS; AND (5) ASSISTING THE ECONOMIC INTEGRATION OF URBAN AND RURAL CITIZENS, ESPECIALLY YOUTH AND WOMEN. ITS RATE OF CONCENTRATION ARE COMPLETELY APPROPRIATE. OF A SPECIAL NOTE IS THE PEACE CORPS SPECIAL EDUCATION PROGRAM FOR THOSE WITH MENTAL AND PHYSICAL HANDICAPS, WHICH HAS GIVEN GREAT IMPETUS TO THE LOCAL KENYAN PROGRAM AND HAS RECEIVED THE GREATEST LOCAL PRAISE.

ITS DIFFICULT TO ASSESS THE IMPACT OF THE PEACE CORPS PROGRAM ON THE ACHIEVEMENT OF U.S. GOALS AND OBJECTIVES, BECAUSE(QUITE PROPERLY) THE PEACE CORPS OPERATES LARGELY BENEATH THE KEN OF THE MAJOR POLICY MAKERS IN GOVERNMENT. IT IS OBVIOUS, HOWEVER, THAT THOSE PARTS OF THE GOVERNMENT CHARGED WITH BRINGING SERVICES TO THE RURAL PEASANTRY AND URBAN POOR, AS WELL AS THE AFFLICTED, ARE WELL AWARE OF THE PEACE CORPS CONTRIBUTION. AND I THINK WE CAN SAFELY SAY THAT PEACE CORPS IS CONTRIBUTING SIGNIFICANTLY TO STRENGTHENING OF US-KENYAN RELATIONS, WHICH WILL IMPACT ON THE REALIZATION OF ALL OF OUR GOALS AND OBJECTIVES.

(D) ICA PROGRAMS: THE MAJOR EFFORT OF ICA NAIROBI IS AIMED TO HELPING MAINTAIN AN UNDERSTANDING OF THE UNITED STATES AND AN ATMOSPHERE HOSPITABLE TO THE REALIZATION OF OUR COUNTRY'S FOREIGN POLICY OBJECTIVES. OF PARTICULAR IMPORTANCE IS ICA'S CONTACT WITH THE UNIVERSITY AND THE INTELLECTUAL COMMUNITY IN KENYA, WHICH CAN BE EXPECTED TO PLAY AN INCREASINGLY SIGNIFICANT ROLE IN FORMULATION OF ATTITUDES IN THIS COUNTRY. THIS SECTOR OF KENYAN SOCIETY IS EXCEEDINGLY CRITICAL OF THE ECONOMIC POLICIES OF THE GOVERNMENT, WHICH HAVE RESULTED IN A VERY SKEWED DISTRIBUTION OF WEALTH IN KENYA. IT IS HOPED THAT A BETTER KNOWLEDGE OF THE UNITED STATES' ECONOMIC SYSTEM MIGHT HELP CREATE A BETTER LIMITED OFFICIAL USE

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PAGE 03 NAIROB 06953 04 OF 05 051302Z

ACCEPTANCE OF A FREE-ENTERPRISE ECONOMY, WHILE AT THE SAME TIME
HELPING TO LEAD THOSE IN POWER TO CORRECT SOME OF THE MOST
GLARING ABUSES THAT NOW EXIST IN THE KENYAN SYSTEM.

ICA IS ALSO INSTRUMENTAL IN KEEPING GOVERNMENT LEADERS AND
OPINION MAKERS INFORMED OF U.S. POSITIONS IN WORLD AFFAIRS AND,
PARTICULARLY, OUR CONCERN WITH WORLD-WIDE HUMAN RIGHTS. I
BELIEVE THAT ICA HAS BEEN INSTRUMENTAL IN HELPING US ACHIEVE ALL
OF OUR GOALS AND OBJECTIVES BY THE AFOREMENTIONED ACTIVITIES,
TOGETHER WITH PUBLICITY GENERATED FOR VISITS OF U.S. NAVAL VESSELS,
TRADE SHOWS, USAID ACHIEVEMENTS, AND THE LIKE.

PART III

LEAST IMPORTANT ACTIVITIES FOR THE ACHIEVEMENT OF U.S. GOALS AND
OBJECTIVES IN KENYA(10 PERCENT OF MISSIONS'S ACTIVITIES).

(A) POLITICAL REPORTING RELATED TO NEIGHBORING COUNTRIES
(2 OFFICERS)

(B) UNEP REPRESENTATION (1 OFFICER, 1 SECRETARY).

(C) REGIONAL COMMUNICATIONS SUPPORT (1 OFFICER).

(D) REGIONAL SECURITY SUPPORT (1 OFFICER).

(E) REGIONAL TECHNICAL SECURITY SUPPORT (1 OFFICER).

BACKUP TABLES

ZBB-1

1. TOTAL US PERSONNEL	52
2. TOTAL FSL	85
3. TOTAL PERSONNEL	137

RESOURCES AT MISSION:

A. PACKAGE I	123
B. PACKAGE II	7
C. PACKAGE III	137
D. PACKAGE IV	23

LIMITED OFFICIAL USE

NNN

LIMITED OFFICIAL USE

PAGE 01 NAIROB 06953 05 OF 05 051304Z
ACTION MMO-02

INFO OCT-01 AF-10 ISO-00 SS-15 SP-02 NSC-05 OES-07
SIG-03 PM-05 INR-10 CIAE-00 ICA-11 NSAE-00 DODE-00
L-03 PA-01 A-01 OC-06 CCO-00 IO-13 EB-08 COME-00
CA-01 OIC-02 H-01 OPR-02 STE-01 ABF-01 FS-01
SY-05 ACDA-12 PER-01 MED-02 FBOE-00 AID-05 AGRE-00

CEQ-01 PC-01 /139 W

-----025931 051439Z /72

R 050832Z MAY 78

FM AMEMBASSY NAIROBI

TO SECSTATE WASHDC 7250

LIMITED OFFICIAL USE SECTION 5 OF 5 NAIROBI 6953

ZBB-2

	CURRENT			PACKAGE I		
	FSO(R)	FSS	FSL	FSO(R)	FSS	FSL
EXEC.	2	2	3	2	2	3
POL/MIL/LAB	5	1	-	3	1	-
ECON/COMM	3	1	4	3	1	4
CONS	2	-	3	2	-	3
ADMIN	10	1	49	10	1	43
MIO(UNEP)	1	1	-	1	1	-
JOT	1	-	-	1	-	-
FBO	1	-	-	1	-	-
OTHER	(18)	(3)	(26)	(14)	(3)	(24)
(RCO)	7	-	-	6	-	-
(RSO)	2	1	1	1	1	1
(RSS/RTC)	4	1	-	3	1	-
(RMO)	1	1	1	1	1	1
(RBFO)	4	-	24	3	-	22
PACKAGE TOTAL	43	9	85	37	9	77
CUMULATIVE						
TOTAL	43	9	85	37	9	77

PACKAGE II PACKAGE III

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 02 NAIROB 06953 05 OF 05 051304Z

	FSO	FSS	FSL	FSO	FSS	FSL
EXEC	-	-	-	-	-	-
POL/MIL/LAB	1	-	-	2	-	-
ECON/COMM	-	-	-	-	-	-
CONS	-	-	-	-	-	-
ADMIN	-	-	4	-	-	7
MIO(UNEP)	-	-	-	-	-	-
JOT	-	-	-	-	-	-
FBO	-	-	-	-	-	-
OTHER	-	-	-	-	-	-
(RCO)	1	-	-	1	-	-
(RSO)	-	-	-	1	-	-
(RSS/RTC)	-	-	-	1	-	-
(RMO)	-	-	-	-	-	-
(RBFO)	-	-	1	1	-	2
PACKAGE TOTAL	2	-	5	6	-	9
CUMULATIVE TOTAL	41	9	80	43	9	85
PACKAGE IV						

	FSO	FSS	FSL
EXEC	-	-	-
POL/MIL/LAB		1	- -
ECON/COMM		-	- -
CONS	-	-	-
ADMIN	2	-	8
MIO (UNEP)		-	- -
JOT	2	-	-
FBO	-	-	-
OTHER	-	-	-
(RCO)	7	-	-
(RSO)	-	-	-
(RSS/RTC)		- 1	-
(RMO)	-	1	-
(RBFO)	-	-	-

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 03 NAIROB 06953 05 OF 05 051304Z

PACKAGE TOTAL	13	2	8
CUMULATIVE TOTAL	56	11	93

LEMELLE

LIMITED OFFICIAL USE

NNN

Message Attributes

Automatic Decaptioning: X
Capture Date: 01 jan 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 05 may 1978
Decaption Date: 01 jan 1960
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 20 Mar 2014
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1978NAIROB06953
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Expiration:
Film Number: D780192-0499
Format: TEL
From: NAIROBI
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1978/newtext/t19780589/aaaacxvw.tel
Line Count: 680
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: 5a7b3aa3-c288-dd11-92da-001cc4696bcc
Office: ACTION MMO
Original Classification: LIMITED OFFICIAL USE
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 13
Previous Channel Indicators: n/a
Previous Classification: LIMITED OFFICIAL USE
Previous Handling Restrictions: n/a
Reference: 78 STATE 63477
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 27 apr 2005
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2778619
Secure: OPEN
Status: NATIVE
Subject: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT(GORM) PROCESS
TAGS: OGEN, AFSP, KE
To: STATE
Type: TE
vdkgvwkey: odbc://SAS/SAS.dbo.SAS_Docs/5a7b3aa3-c288-dd11-92da-001cc4696bcc
Review Markings:
Sheryl P. Walter
Declassified/Released
US Department of State
EO Systematic Review
20 Mar 2014
Markings: Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014